

Jim Collins (*Good to Great*) says, "...the inherent complexity [of social sectors' complex economic structures] requires deeper, more penetrating insight and rigorous clarity than in your average business entity." This ONEpage provides three highly-acclaimed sources that address the crucial question of achieving clarity. All three books are in the KPL collection.

Good to Great

by Jim Collins (www.jimcollins.com)

You begin with passion, then you refine passion with a rigorous assessment of what you can best contribute to the communities you touch. Then you create a way to tie your resource engine directly to the other two circles.

The Five Most Important Questions You Will Ever Ask About Your Organization

by Peter F. Drucker (www.hesselbeininstitute.org/tools/sat)

- What is our mission?
- Who is our customer?
- What does the customer value?
- What are our results?
- What is our plan?

The Advantage: Why Organizational Health Trumps Everything Else in Business

by Patrick Lencioni (www.tablegroup.com/oh)

The Four Disciplines Model

1. Build a cohesive team
2. Create clarity
3. Overcommunicate clarity
4. Reinforce clarity

Six Critical Questions to Achieve Clarity (must be answered together)

1. Why do we exist? Employees in every organization, and at every level, need to know that at the heart of what they do lies something grand and aspirational.
2. How do we behave?
Core values (deduce these; they already exist – e.g., humor)
Aspirational values (ones we want to have – e.g., sense of urgency)
Permission to play values (minimum behavioral standards – e.g., integrity)
Accidental values (unintentional and often undesired – e.g., same economic status)
3. What do we do? Simply a description of what the organization does
4. How will we succeed? The organization's strategy.
5. What is most important, right now? The top priorities – most immediate, most tangible impact.
6. Who must do what? Clear statement of responsibilities